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IRAQ

IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT JUNE 2016

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ACRONYMS

BIAP	Baghdad International Airport
BPD	Barrel Per Day (Oil)
CCR	Continuous-generation Catalytic reforming unit
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
DG	Director General
DGGC	Directorate General of Government Contracts
EPC	Engineering, Procurement, and Construction
FY	Fiscal Year
GO	Governor Office
Gol	Government of Iraq
GPS	Global Positioning System
HQ	Headquarter
IDC	Iraqi Oil Drilling Company
IDMS	Iraq Development Management System
IED	Improvised Explosive Device
IG	Inspector General
INMS	Iraqi National Monitoring System
IQD	Iraqi Dinar
ISF	Iraqi Special Forces
ISO	International Organization for Standardization
IT	Information Technology
LC	Letter of Credit
MLDW	Mobil Lube De-waxing Process
MoFA	Ministry of Foreign Affairs
Mol	Ministry of Interior
MoO	Ministry of Oil
MoP	Ministry of Planning
MRC	Midland Refineries Company
MSI	Management Systems International
NCMDIT	National Center for Management Development and Information Technology
NDP	National Development Plan
OD	Organization Development
OJT	On- Job-Training
OPC	Oil Pipelines Company
PKK	Kurdistan Workers' Party
PSC	Private Security Company
RFP	Request for Proposal
SBDs	Standard Bidding Documents
SCOP	State Company for Oil Projects
SOC	South Oil Company
SPP	Standard Procurement Process
SRC	South Refineries Company
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nation Development Program
USAID	United States Agency for International Development
USG	United State Government

SUMMARY

Oil. During this reporting period, USAID-*Tarabot* further developed and integrated its support to the Ministry of Oil (MoO), refining its overall vision and goals with the aim of increasing oil revenues through immediate practical solutions to existing oil sector deficiencies and problems.

USAID-*Tarabot* is working closely with senior officials in the Iraqi oil sector to overcome difficulties in project implementation and contracting by applying project management techniques, and resolving contract disputes. It is also assisting selected ministry directorates in organizational development of their contracts departments, drafting job descriptions for their staff. Coordination continues with these directorates to clarify and improve the roles, responsibilities and lines of authority within MoO.

Additionally, outdated, harmful, and contradictory laws, regulations, and instructions are being reviewed with the aim of transferring powers from higher to lower levels of the bureaucracy. In the main time, USAID-*Tarabot* continues its support to MoO staff to qualify them and completes the steps of the PMP certificate exam.

Procurement. USAID-*Tarabot* continued providing technical support to the Ministry of Planning (MoP) Help Desk on the use of the consultant services on the standard bidding documents (SBD's) and delivering technical assistance to GoI ministries, provinces, and companies. It also assists MoP on the public-private-partnership (PPP) program, delivering technical support and advice.

Iraq Development Management System. The MoP continues the rollout of the Iraq Development Management System (IDMS). The system enhances transparency and management of Iraq's total capital investment portfolio, allowing more efficient monitoring and control of public funds. USAID-*Tarabot* and the MoP IDMS team are in the final phase of evaluating the specific reporting features of the IDMS.

Events: USAID-*Tarabot* project engaged in a variety of activities during June 2016. The following breakdown is a disaggregation of the events:

- **Total Events:** USAID-*Tarabot* teams held (146) events; representing (4) workshop and (142) meetings.
- **Locations:** (106) of these events were held at locations in Baghdad, (1) in Babil, (1) in Erbil, while (38) events were delivered in Basrah.
- **Institutions:** a total of (6) government institutions were involved in USAID-*Tarabot* activities in MAY; representing (3) ministries and (3) Governorate office.
- **Tarabot Technical Teams:** (9) events were implemented by Procurement Advisory Unit support ministry of planning, (116) events were implemented by Oil Assessment Team, and (21) by IDMS Team.

I. RAPID IMPROVEMENTS OF THE OIL SECTOR REVENUES

During June, 2016 USAID-Tarabot continued moving forward with the implementation of its technical assistance program to Ministry of Oil (MoO) and its state companies by identifying and implementing high-priority interventions with the potential to bolster oil revenues.

I.1 Implementation of Critical Projects

■ I.1 Provide Technical Assistance to MoO to Implement Technically Challenged and Troubled Export Projects

• Expedite Completion of JICA SEALINE: (SOC):

The JICA SEALINE project continues to lag between mediation meetings. The SOC delegation met last month with the new management of Leighton Company in Dubai. They aimed to conclude all issues related to the on-shore part of the project, including viewing and assessing the condition of the equipment held by the contractor. USAID-Tarabot is still trying to collect information from a follow on meeting held in Dubai to resolve remaining issues of the onshore portion of contract dispute.



- **Expedite the Commission of Single Point Mooring (SPM) #5/Shipwreck Removal (SOC):** The SOC is still unhappy with the contractor, Mammoet's, removal of their salvage barge for operational recertification. The SOC wants a guarantee from the contractor, (which, due to internal restructuring, has ceded the remaining work to subsidiary Kool Mammoet), that they will recommence the work. This issue has been kicked back from the SOC to the MoO legal department for review. Tarabot is struggling to get updated information for this project from SOC.



• Reduce Number of Days of Weather Outages:

- **Tugboats Captains Training:** The first participants undergoing rough weather piloting training have completed their 6-day course. German company Nautitec's training focused on increasing operational tolerance in berthing and un-berthing at Iraq's offshore oil terminals. Nautitec also trained participants on new operating procedures utilizing state of the art simulation technology which mimics the northern Arabian Gulf weather patterns. This was followed by practical training with actual tugboats in the northern seas. Participants were astounded by the technology at Nautitec's disposal, which allowed them to safely practice in life-like simulations, and operate in "real time" to improve their skills. Most of the Iraqi pilots and tugboat captains began work as apprentices, and have little formal training, and no international certification. Though many have more than twenty years' experience, years of sanctions

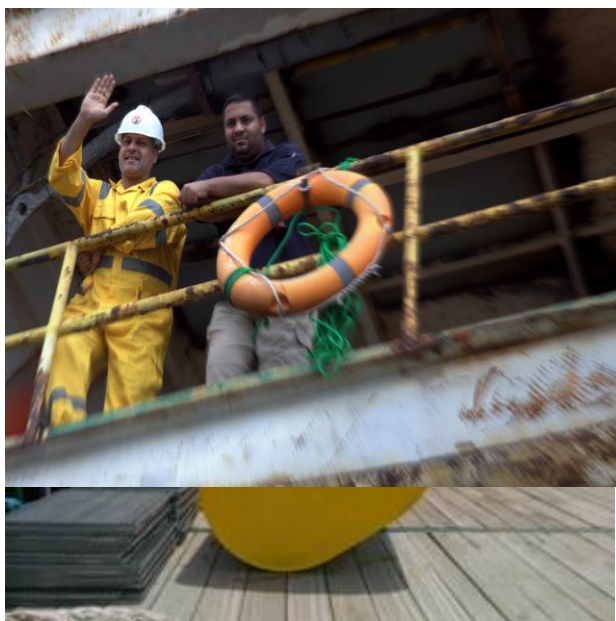


and war have denied them access to new technology, techniques, and ideas. The USAID-*Tarabot* course has changed this.

Jointly, USAID-*Tarabot* and Nautitec will collaborate to refine and improve the training course based on the success of the first wave, ensuring that the second wave benefits from lessons learned from the first course. Nautitec is also interested in assisting USAID-*Tarabot* and SOC/GCPI to refine their technical SOW for the purchase of high specification tugboats.

USAID-*Tarabot* sent the first wave of a total of 22 participants to Hamburg, Germany to train at Nautitec's institute on rough weather piloting. The first wave of 11 participants will return in the first few days of June. The second wave will go after Ramadan. The training program focuses on increasing operational tolerance in berthing and un-berthing at Iraq's offshore oil terminals. Nautitec is training participants on a new operating procedures utilizing state of the art simulation technology which mimics the northern Arabian gulf weather patterns during the first half of the training week. The last half will focus on practical training with actual tugboats in the northern seas.

- **Tugboats:** Though still plagued by ongoing funding issues due to the financial crisis of the country, the SOC's marine department has been preparing the pre-qualification standard bidding document with *Tarabot* assistance. After approval from the DG, it will be sent to the dgMarket and company website for advertising. Recruiting capable and qualified vendors now, with the assistance and oversight of USAID-*Tarabot*, will greatly speed up the process when financial conditions allow the tender to be fulfilled. In the meantime, *Tarabot* continues to assist to construct a feasibility study for three potential funding options: full funding (not an option due to the financial crisis); lease to own (for which Chevron Texaco expressed interest); and pay-as-you-go financing (Chevron Texaco is also potentially interested in this option). The SOC will determine which option they want to utilize.
- **Standard Operating Procedures (SOPs):** The development of these SOPs is integrated as a deliverable of the training being held in Germany for tugboat pilots and captains. During the first phase of training, a manual will be developed and delivered to SOC and GCPI for review and approval. The first draft of these SOPs was delivered this month to SOC and GCPI for review and approval.
- **Mooring points:** Last month, the tugboat prototype mooring point was installed in the oil export operation waters, and will service both ports—Basrah and Al-Khouralamya. The performance of this test model will determine any changes needed to the mooring point design, and fabrication will begin of at least 19 additional mooring points after that the installation of these mooring points will increase tugboat crews' safe operating threshold in rough weather conditions, contributing to the overall aim of optimizing operations in rough weather. Rough weather outages costs associated with the loss of export operations for 10 days a year amounts to around \$1.0 billion.
- **Ship Mooring Boats:** South Oil Company has completed the installation of cranes at Khor Al Amiriyah Oil Terminal, and Al Basrah Oil Terminal, to store and deploy its four tanker-mooring boats. *Tarabot* identified the specialized boats as a significant asset in improving tanker loading time, and has worked with SOC to commission and install them on the terminals. Now that the rough weather of



April is abating, GCPI can more often use these mooring boats to secure tanker mooring lines--instead of the hit-and-miss rope-firing guns—to minimize berthing operation time.

1.1.2 Improve MoO capacity in implementation of Technically Challenged and Troubled Refinery Projects

- **Basrah Incomplete Refinery Boiler System (SRC):** The South Refinery Company (SRC) drafted the technical SoW for the remaining works on the Boiler project, this month. *Tarabot* will make a final review. *Tarabot* also recommended the use of an existing pipe network previously designed by Delta-Iraq and approved by SRC. The materials are stored on site, and a new design would add unnecessary cost. To reduce the cost of hiring a third party, SRC inspectors were advised to assess the conditions of the materials and equipment themselves in order to identify requirements for replacement.
- **Basrah Excess Salt Content Inhibiting Near and Long Term Production (SRC):** During May, SRC shut down Crude Unit I in order to perform regular maintenance. *Tarabot* suggested the refinery take advantage of this shutdown to install piping for an additional wash point of the crude to improve crude/water mixing on de-salter performance as well as to reduce fouling of heat exchangers. This is a low cost solution with significant added benefit in reducing salt content. This was confirmed with the restart of Crude I, which showed significantly improved efficiency. SRC will realize over \$36 million in savings from the cancelled dehydrator project, maintenance costs, and lost production over time. Refinery records for June show salt removal levels are at an acceptable rate. The efficiency of the de-salter has improved after maintenance. A more accurate data reading will be possible when the capacity of CDU-I oil intake increases from the current (90-95%) to 100%.
- **Basrah Isomerization (SRC):** Last month *Tarabot* delivered to SRC a vital process modeling software, previously supplied to Midland Refinery Company (MRC). This software can assist to determine the optimum configuration for additional feed to the unit, whether by transferring naphtha from CDU 3 to CDU 1 and CDU 2, or by running CDU 1 and CDU 2 at 117% of design rates, or a combination of the two. In the meantime, the contractor, under threat of imminent termination, restarted the outstanding work needed for the project, delivering 96% of the needed equipment, including important piping. Separately, *Tarabot* suggested to Honeywell UOP, the company that sells catalysts, to restructure the catalyst contract into one contract for the platinum and one contract for the catalyst manufacture. This will reduce delays, as the MoO objected to portions of the contract regarding the manufacture.



Tarabot also discovered that no flare has been designed for the project, which could potentially delay the start-up of the unit by several years. After analysis and discussion, the refinery determined they would prefer to use instrumentation and controls to reduce the flare load, so that it would fit within the existing flare capacity, rather than to construct a brand new flare.

The start of Ramadan has delayed much of the ongoing work for this project, but *Tarabot's* Senior Refinery Advisor is engaging as much as possible for this project.

1.2 Improve MoO Procurement Procedures and Processes

1.2.2 Assist MoO in Preparing New Tenders

- **Rehabilitation of the turbine units at Zubair I – SOC:** At the SOC, after a USAID-*Tarabot* a five-day workshop, the cost estimate of the tender was determined to be \$3 million USD. The estimation for the wash system alone is \$1.05 million. The budget is available for this project (allocated at \$18.5 million). Once the DG approves the completed SBD, the tender can be posted.
- **Purchase of Six Tugboats – SOC:** The Marine Department at SOC has been preparing the prequalification standard bidding document for the purchase of the six tugboats in readiness to send to the SOC DG for approval. It will then be announced on both the company web site and the dgMarket. The SOC is ready to sign the award letter once they receive the necessary approvals, and after they are sure that financial allocations are available. Nautitec assisted in refining the technical SOW per the specification identified as minimum requirements for the types of tugboats needed for Iraq's waters. According to a recent announcement from its Studies and Planning Division, the SOC will now fund the project to the tune of \$150 million. The estimation cost was \$120 million, and it is unclear why the funding was greater. A USAID field monitor attended the meeting. A further cost estimation workshop was agreed for mid-July, 2016 to refine these amounts to precisely what is needed.
- **New 21 Km crude oil pipeline from Zubair to SRC:** The SRC was aiming to award this tender to SCOP by mid-June 2016, but this was delayed due to Ramadan. The award should be imminent after Ramadan, demonstrating some progress in this area that has been particularly plagued by the financial crisis of the country.
- **Fuel Oil for Furnace – SRC:** The SRC informed *Tarabot* that this project is not listed in the 2016 budget and therefore will not be implemented until 2017. Regardless, *Tarabot* has already assisted to finalize the SBDs for the EPC, Turnkey of Works. Once SRC adds the remaining requirements, the tender would be ready for posting. No further update.
- **Desalination of Sea Water – SRC:** SRC removed this tender as a standalone tender and allocated it as an appendix to an existing contract, held by Techno Export Company, for construction of the refinery's Fourth Refining Unit. As such, this project will be completed by Techno Export Company as a part of their work. No further update.

Flare Gas Recovery and New Flare Stack – MRC: Following the close of *Tarabot's* cost estimation workshop, MRC has formed a committee to analyze the cost estimation based on current prices. Like many other initiatives, this tender is stalled this month due to Ramadan. No further update.

- **Nitrogen unit - MRC:** With *Tarabot* assistance, the SBD of the EPC-Turnkey of Works was finalized. MRC is reviewing the document before taking the next step to posting. No further update.
- **Bin Omar Depot Project (SCOP):** Funding is not available for this project, and there are conflicts over different funding mechanisms. All procedures for this tender have been suspended by SCOP. No further update.

Gas Compressions Stations Project for OPC: This month, *Tarabot* supported OPC in calculating the cost estimation for this project according to international standards, finishing with an estimated cost of \$141.1 million.



1.2.3 Implement Effective Procurement System at MoO

- **Procurement Laws & Regulations:** This month, *USAID-Tarabot* continued its support for SRC regarding the 2014 procurement laws and regulations related to instruction #3 for the mechanism of bids opening and bids analysis.
- **Organizational Structure:** *USAID-Tarabot* began this month assisting OPC with the formation of contracts department. A new manager and staff were appointed, and the date for the opening ceremony for the contracts department at the company was tentatively set at July, 21 2016.
- **Procurement Plan:** This month, MRC updated their procurement plan for the first quarter for 2016, and the April report for the department activities has been prepared.
- **Contracts Webpage:** *Tarabot* worked with SCOP extensively to assist in solving a problem with their webpage connected to email storage. This month SCOP announced a tender on their web page, and *Tarabot* liaised with the dgMarket in order to remedy an inoperative link.
- **Performance Indicators:** *Tarabot* agreed with OPC this month to fix a suitable percentage for the procurement performance indicators in order that they can be used as a base for evaluating the work of the contracts departments at the company. They have agreed to adopt the indicators on OPC projects for 2016.
- **SBDs Application:** *USAID-Tarabot* continued to support SOC to better understand the use of SBDs for the procurement of goods through several focus group meetings this month. 38 employees attended. *Tarabot* assisted SOC to apply the SBDs to the current 'Purchasing of 6 tugboats project' as a real life example. *Tarabot* has also been working hard with the Head of the Commercial Division to form a new branch office in the Contracts Department of the Commercial Division to take the responsibility for preparing the SBDs, and helped them to draft the job descriptions. At OPC, *Tarabot* assisted the draft SBDs of the goods SBD section on the OPC project 'Supply Laboratory Equipment and Instruments' project. The document should be finalized soon, and advertised after that.



I.3 Improve Projects Execution

I.3.1 Provide TA to MoO to Improve Implementation of Ongoing delayed Projects

- **Al-Fao Depot – 16 tanks – SCOP (increases crude oil storage capacity by 360,000 bpd):**

USAID-Tarabot met with SCOP officials often this month to discuss the project's schedule. It is currently 13% behind schedule according to the recovery plan. (It should stand at 78.4% complete at this stage, but is currently at 65.4%). Delays are almost exclusively due to financial obstacles. Though still behind schedule, the project has so far improved from 52.8% complete, to 65.% completed.

Tarabot has met several times with SCOP officials to finalize missing information from the cost estimation section, and to finish the BOQ for mechanical, engineering and plumbing work. The design engineer has begun to answer questions raised by the Cost Section, but progress is still slow. *Tarabot* asked the project manager to keep holding such meetings with all parties to speed up completion of the BOQ. Once complete, the BOQ will be sent to MoP to allocate funds and add it to 2016 budget.

USAID-Tarabot also helped SCOP officials this month to determine the total funding for the project, including the pumps, change orders, vacuum systems, soil works, the storage of pumps outside of Iraq, and the installation of the electrical turbine generator at site. The total USD cost was estimated at 75 million USD. *Tarabot* recommended adding a contingency of between 5% and 10%, and asked the Design section to support cost section to finish the BOQ for rest MEP work at site.

- **Al-Fao Depot (implemented by Ibn Majed) – 8 tanks – SOC (increases crude oil storage capacity by 180,000 bpd):** A site visit this week to the Al-Fao Depot 8 Tanks project provided the opportunity to follow up on the implementation, and discuss a recent slow-down of work by the contractor. It was agreed to nominate four representatives from the project team to help restore productivity. In the meantime, the contractor, Ibn Majed, as requested a \$19 million change order. *Tarabot* is pressing SOC and the contractor to hold na urgent meetings to resolve this issue. *Tarabot* will also be present at the meeting.

- **Al-Lhaes and Al-Sabaa field extension project SCOP (increase crude oil production by 180 thousand bpd):** In a meeting with Financial Manager of SCOP, *Tarabot* learned this month that the Ministry of Finance has so far only transferred 10 billion IQD to SCOP. This is not enough funding to cover the costs of the Al Lhaes & Al Sabaa field extension project by itself, let alone all the other SCOP projects. It is unclear how SCOP will divide up what little funding they have so far been allotted. In the meantime, SCOP is receptive to receiving the needed electricity for the project temporarily from the National Electric Power Network instead of South Electrical Distribution Directorate (SEDD), since there is still no contract with SEDD due to lack of funds. This will at least allow the electrical work to continue. The project completion percentage should been 100% by this point in the schedule, but is currently lagging behind at 72.7%, once again due to financial obstacles rather than work. Once again, apart from the undesirable delay, the ability to minutely track project progress is nonetheless positive, and demonstrates to SCOP the utility of planning.

This month the Ministry of Finance (MoF) has also released 50 billion IQD to the MoO from the capital investment budget, from which SCOP's share is 10 billion IQD. As a result of USAID-Tarabot discussions with the Department of Planning and Studies at MoO, the Al Sabaa & Al Lhaes project was put forward as a priority project. SCOP has now allocated 3.2 billion IQD in funding to cover overdue payments, and take the project to completion.

- **Nahr Bin Omar Field Construction – SOC (initial capacity of the field 50 thousand bpd):** This month USAID-Tarabot met SOC officials to discuss the implementation of the recovery plan. They agreed to allow representatives from the Cost Estimation Unit, Design Unit and the Project manager to form part of the working team suggested by Tarabot and the SOC Committee. This will simplify the project implementation, and help speed up the on-going cost estimation, BOQ and scheduling.

The delay in producing the designs is in part due to the materials not matching contract specifications, and Tarabot suggested forming a small working group to overcome the difficulty and speed up progress. The SOC Cost Estimation Department, with USAID-Tarabot support, has calculated the cost estimation for firefighting system (according to AACE) to be \$130,000.

In the meantime, SOC delegated three out of six authorities recommended by Tarabot at the Nahr Bin Umar Field Extension project this month. This is great progress, and Tarabot will continue discussions with SOC management to push forward the delegation of the remaining ones.



Nitrogen Production Unit

(1500 NM3/hr) Civil work: This month, the last 20% of area has been ready for casting; Tarabot advised an increase staff to accelerate work at site. MRC has completed the concrete work surrounding the storage tanks and equipment, and have started the digging work for the electrical steel sleeves. Meanwhile, the Civil Section has now sent a memorandum to the project manager to inform the Prokop Co. subcontractor to resume work at the site, upon completion of the civil work. USAID-Tarabot also met engineers to work on the cost estimation for the remaining civil work. The work-based scheduling for the civil work is now completed, and the base estimation, and activity pricing has begun using the Parametric Estimation technique.



- **Oil products pipeline (Shoaeba-Baghdad) pump stations (SCOP pipeline available capacity 28 thousand bpd):** A result of *Tarabot's* recommendations to use funds from the OPC operational budget, OPC has finally transferred 11 billion IQD to the SCOP account. From this, the Al Shoaeba- Baghdad Oil Products Pipeline Pump Stations project will be allocated 2.5 billion IQD, which is expected to fund the completion of all SCOP work, except for electrical which is being implemented by an OPC subcontractor. The project is currently 93% complete. Following the receipt of the 2.5 billion IQD, OPC has pushed SCOP to restart the work immediately. USAID-*Tarabot* discussed with the OPC Planning & Study Section, and members of the SCOP Pump Stations Commissioning Committee plans for the commissioning of all four pump stations at Hindia, Hillah, Karkh & Diwaniya. Instead of waiting for the primary power station and electrical lines to be completed and laid, *Tarabot* recommended that a standby generator be used for the initial commissioning in order to minimize time schedule. This was agreed. The project is around 93% complete and is expected to move forward quickly.
- **Liquid petroleum gas unit project – SRC (production 200-ton gas liquid for the west hydrocarbon output from operation units):** A series of meetings with SRC engineers to follow up the implementation of the project recovery plan recommendations found that though work is ongoing with the fire protection works, it lags on the tying in pipes side. *Tarabot* will help the project team to speed up work progress. Otherwise, the fire-fighting work for the project was completed. The schedule for the connections work was developed using Primavera, and the cost for the work (\$1.5 million) was deducted from the work and implemented by SRC directly. An unpaid in is holding up additional progress. USAID-*Tarabot* held a joint meeting to help resolve the issue.
- **Raw Water Treatment in Qarmat Ali (SRC) project:** This project was moved to be integrated with the Basrah Refinery Expansion Project. The project will be renamed, and reflect the new combined capacity of 3000 m3/hr. This change order was approved by MoO. The merging of Qarmat Ali Water Treatment project continues, although the change order value is still being negotiated by SRC and the contractor, and a further dispute regarding an invoice.
- **Increasing the capacity of the Basrah refinery project - SRC Increasing the capacity of the Basrah refinery to 280 000 barrels / day:** The SRC project team has started using the upgraded project status report to develop the project monthly status report. *Tarabot* will review it before it is sent to the DG of SRC. The issues over the release of the letter of credit (LC) and the ratification of certificates of origin issue have been solved, and the LC is ready to be opened, though MoF have not yet paid into the LC.

1.3.2 Assist MoO to Implement Project Management Urgent Systems

- **Cost Estimation for Tenders and Projects:** Cost estimation had considerable progress this month. SRC officially approved the development of a unit, and sent *Tarabot* an official letter with the request for assistance in its establishment. SRC will outline the current situation, develop an organizational structure for two new units, estimate the cost, staff required and produce a capacity building plan. *Tarabot* also followed up with MRC's request to establish a similar unit. USAID-*Tarabot* has suggested the development of a cost estimation study including an organizational structure, staff required and capacity building plan.

Tarabot also met with SCOP to establish a cost estimation department, utilizing existing software from Aspentech. *Tarabot* will assist SCOP with training after Ramadan concludes.

In the meantime, *Tarabot* has drafted a 'general use' cost estimation guide.

- Utilization of Primavera for project scheduling:** During this month, The Primavera ToT groups at SCOP have been learning how to add overheads, profits, check cost variance, and other activities connected with construction, engineering and procurement and working on scenarios for getting the best project S-Curve, after loading the schedule with cost and resource data. In the same vein, the DG of SRC approved the establishment of a Primavera unit this month. USAID-Tarabot will follow up with the Head of the Subcommittee at SRC to plan the next steps.
- Project Implementation Tracking Systems:** This month, USAID-Tarabot met MRC officials to review the troubleshooting guide. This was submitted to the DG of MRC, who officially approved it.



1.3.3 Assist MoO to Implement the PMP Certificate Program

During this month, the first group of 15 PMP candidates completed the authorized PMP training in Egypt and obtained their certificates. *Tarabot* continued to assist the other PMP candidates in their self-study via web applications, including 21 hours of audio lectures covering PEMBOK 5 and a video lecture on "scope management."

The second PMP group was approved to travel to Egypt for their advanced training at the Al-Mustakbal Academy. The PMP exam is expected to be held in September.

Also, SCOP has nominated a further 10 candidates for the English test. The total number of candidates for the test on the 3rd of July at the Baghdad university-TOFEL Center is now 32.

1.4 Improve internal policies, regulations and administrative functions

1.4.1 Enhance Roles, Responsibilities and Lines of Authority

USAID-Tarabot has been working diligently this month to identify a number of authorities for transfer at the MoO entities which could benefit the re-start of the ongoing delayed project and maximize project management teams' ability to implement their projects. SOC delegated three out of six authorities recommended by *Tarabot* at the Nahr Bin Umar Field Extension project this month. This is great progress, and *Tarabot* will continue discussions with SOC management to push forward the delegation of the remaining ones.



1.4.2 Assist MoO to streamline Internal Regulations and Procedures

Tarabot –USAID completed this month an extensive workshop regarding L/Cs at SCOP, one of

the trainers is a graduate of *Tarabot*'s procurement TOT training program. This L/C workshop taught how a L/C operates, went over international forms, terms, and L/C practices, and how to troubleshoot L/C problems. A lack of know-how regarding L/Cs is one of the biggest hindrances in the smooth operation and management, let alone opening of L/Cs, and this workshop better equips participants (34 in total) to handle these important funding mechanisms.

1.4.3 Assist MoO/SCOP and OPC to Adopt Administrative Reforms

- Work with SCOP management to implement ISO 9001 Quality Management System (QMS): This month, USAID-*Tarabot* met several times with the Performance Evaluation and Quality departments and Quality Division Head at SCOP, which helped them fill in the forms sent by the certification bodies nominated by SCOP. The evaluation bodies prepared and sent their offers according to the June 19 2016 deadline. SCOP received two offers and after evaluation selected the Bureau of Vertas. SCOP is negotiating with them to settle the contract. The certification process is anticipated for August 2016.
- Work with the OPC task force to review and develop the pipelines maintenance and inspection procedures: *Tarabot* completed the final manual which will be submitted for approval to OPC leadership. The manual will be distributed with a certification completion event as soon as approval is received. This will be done in conjunction with the eventual Primavera department opening at OPC, as the two systems complement each other.

2. IRAQ DEVELOPMENT MANAGEMENT SYSTEM (IDMS)

2.1 Support the MoP to Adopt IDMS

2.1.1 Establishment of the IDMS Help Desk at MoP

This month celebrated the historic acceptance and mandatory application by the Ministry of Planning of the IDMS. At perhaps one of the biggest events in *Tarabot*'s lifetime, the MoP and *Tarabot* jointly hosted a conference on June 2nd that drew a crowd of over 1000 attendees at the Al Rasheed Hotel in Baghdad, Iraq. Diplomatic representatives from more than 10 countries attended, including the US Ambassador, along with two former Iraqi Ministers, the Chief of Staff of the Prime Minister's Office, the former Chief of Staff of the Prime Minister's Office, representatives from international organizations, and members from over 60 NGOs.

The IDMS provides decision makers, civil society, and auditors with computerized access to all 4000 or so of the Government's investment projects. It can be used to track progress, evaluate efficiency, and judge performance. USAID, along with partners in the UN and World Bank, designed IDMS as a public finance tool for Iraq, the gatekeeper of accountability, and a guardian against corruption. Its launch next week signals a new era of transparency, and project management.



Over the past year, more than 3000 projects have been uploaded into the system—once the remaining are entered, the system can begin to generate reports. *Tarabot* is designing with the MoP the training plan to roll out the IDMS to all government entities, and will also be establishing a Help Desk to support sustainable, ongoing assistance for the government. The MoP allocated extended office space shortly after official approval, and \$20,000's worth of computer facilities to enable this to happen fast.

Iraq needs to look at new ways to manage its capital investment resources and limited teams of skilled civil servants. The IDMS does exactly that. It will not only accelerate the implementation of vital projects, in both the service sector and the oil sector, but will stand as a defense against inefficiency and corruption.

In the meantime, *Tarabot* has been assisting to hold IDMS training workshops and the establishment of the IDMS Help Desk.

3. SUPPORT TO MOP'S PROCUREMENT HELP DESK

3.1 MoP capacity building

3.1.1 Development of Public-Private Partnership PPP

At the request of the DGGC, USAID-*Tarabot* supported the MoP by submitting recommendations regarding conflicts between SBDs application and the 2014 Regulations to Implement Iraqi Governmental Contracts.

The MoP and DGGC will issue an official letter to all Gol entities with instructions concerning the conflicts in the coming month.

At the same time, The MoP- DGGC Help Desk, during this month, issued a guidance document to answer the many queries it is receiving about the Cabinet Decision 347 for the year 2015. The 347 decision was issued to all Gol entities from the Prime Minister's Office and provides directives and solutions for stalled projects and contractual issues, particularly with reference to Mosul and surrounding ISIS-occupied areas.

3.1.2 Development of Public Procurement ToT Program

This month, *Tarabot* continued providing assistance to roll out SBDs to all government entities. USAID-*Tarabot* assisted the DGGC staff to complete five-day SBDs workshops in three governorates. In Basrah 33 participants (16 females and 17 males) attended. In Babil Governorate there were 20 participants (6 females and 14 males). In Ninewa Governorate (held in Erbil) there were 23 participants (6 females and 17 males). In all governorates participants came from the Contracts,

Technical, and Projects Departments, the Construction Division, and the Financial Unit. Trainers from MoP-DGGC, graduated ToTs from each province, led the workshops, explaining the purpose behind SBDs, their chapters, and how to distribute responsibilities for completing them between departments. A USAID field monitor attended the workshop and met both the trainers and the trainees. *Tarabot* will assist with an additional 10-day workshop after Ramadan.

The MoP-DGGC established a new committee to set up a Standard Bidding Documents Translation Bureau this month, and invited USAID-*Tarabot* to review the documents and seek MoP's comments.

4. PROJECT ADMINISTRATION

Staffing, Deployment, Registration

As of June 30, USAID-*Tarabot* employed 62 local staff, and five expatriate staff, one of whom is on a short-term assignment. *Tarabot* is operating under restricted operating hours due to recognition of the Islamic holy month of Ramadan.

Security

There continues to be extreme civil unrest regarding what Iraqis perceive as unacceptable delays to reforms in their government. However, the extreme tensions and demonstration last month have eased in June due to Ramadan. It is expected that civil unrest will foment again after Ramadan concludes.

Other incidents continue to occur in and around Iraq, though no *Tarabot* staff members have been affected and operations continue as normal.

Visa/ Badges

Tarabot applied Three MEV visa packages for ten staff (field and home office) two months ago. These MEV visas have still not been received for any staff.

No badges were applied for this month, All IZ –badging process are pending till further notice, we have been waiting for the badging office's response to our request to treat our project as a public sector project, not private sector.

Property

Pending Requests:

Second Disposition request: Sensitive equipment in two divisions:

1. List of Motorola radios, GPSs & Thuraya phones: Sallyport submitted an offer to buy these. These radios have been under Sallyport's custody since Tijara purchased them. (Tijara transferred these to USAID-*Tarabot* when Tijara closed out.)
2. List of vests, helmets, Motorola radios, GPRS & Thuraya phones etc....) which has been purchased by MSI, we are waiting USAID instructions regarding its disposition.

This request is still outstanding with USAID despite several reminders over the last eight months. Unfortunately the identified vendor for purchase, Sallyport, is no longer interested in the equipment. This disposition will need to be revoked and resubmitted with an alternate method of disposition.

The disposition of 18 armored vehicles:

MSI has 18 D class armored vehicles. Per US Regulations these are classified and cannot be given or sold to the private sector or an alien government. They can only be given to the government or to a contractor on a USG Contract. The vehicles are registered to a private security company (PSC), Sallyport Global Services, because only PSCs have the authority to register armored vehicles with the Gol.

The vehicles are registered in two Iraqi Directorates, the Directorate of Registration and Evaluating the Private Security Companies (PSC) and Customs under Sallyport; which means Sallyport is legally responsible and held accountable for these vehicles. MSI proposed to return these vehicles directly to USAID Iraq, since they have ownership of them. But according to Iraqi Ministry of Interior (Mol) regulations for orange plated vehicles, the PSC must donate them to the Iraqi Government or re-export them outside the country. There is no third option.

USAID-*Tarabot* is in the process of requesting permission from the Iraqi government to be exempted from Mol regulation. This would allow the destruction of the vehicles locally at Baghdad International Airport (BIAP), or to be donated back to USAID. *Tarabot* is also clarifying the exact cost to ship these vehicles out of Iraq for destruction.

Upcoming Requests:

USAID-*Tarabot* is preparing an exhaustive, final disposition request which will include all remaining equipment and items under *Tarabot*'s possession, to be donated for close-out.

JUNE 2016 USAID-TARABOT LIST OF ACTIVITIES

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants	
WAJ0303	Oil Sector Team	Project Management	Workshop	Feasibility Study	5/29/2016	6/2/2016	Basrah	MoO-SOC	23	
WAR0400	Procurement With MoP	Procurement	Workshop	SBD	5/29/2016	6/2/2016	Ninawa	Ninawa Go	23	
WAR0401	Procurement With MoP	Procurement	Workshop	SBD	5/29/2016	6/2/2016	Babil	Babil GO	21	
WAR0402	Procurement With MoP	Procurement	Workshop	SBD	5/29/2016	6/2/2016	Basrah	Basrah GO	30	
MAT3426	Oil Sector Team	Procurement	Meeting	Technical	6/1/2016	6/1/2016	Basrah	MoO-SRC	2	
MAT3427	Procurement With MoP	Procurement	Meeting	Technical	6/1/2016	6/1/2016	Baghdad	MoP	1	
MAT3419	Oil Sector Team	Project Management	Meeting	Technical	6/5/2016	6/5/2016	Baghdad	MoO-SCOP	3	
MAT3422	Oil Sector Team	Project Management	Meeting	Technical	6/5/2016	6/5/2016	Baghdad	MoO-SCOP	3	
MAT3423	Oil Sector Team	Organaization development	Meeting	Technical	6/5/2016	6/5/2016	Baghdad	MoO-MRC	2	
MAT3428	Oil Sector Team	Procurement	Meeting	Technical	6/5/2016	6/5/2016	Baghdad	MoO-MRC	2	
MAT3435	Oil Sector Team	Project Management	Meeting	Technical	6/5/2016	6/5/2016	Baghdad	MoO-MRC	2	
MAT3420	Oil Sector Team	Project Management	Meeting	Technical	6/6/2016	6/6/2016	Baghdad	MoO-OPC	2	
MAT3421	Oil Sector Team	Project Management	Meeting	Technical	6/6/2016	6/6/2016	Baghdad	MoO-MRC	1	
MAT3424	Oil Sector	Technically Challenged Projects	Meeting	Technical	6/6/2016	6/6/2016	Basrah	MoO-SRC	2	

	Team									
MAT3425	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	6/6/2016	6/6/2016	Basrah	MoO-SRC	1	
MAT3429	Oil Sector Team	Project Management	Meeting	Technical	6/6/2016	6/6/2016	Baghdad	MoO-SCOP	3	
MAT3430	Procurement With MoP	Procurement	Meeting	Technical	6/6/2016	6/6/2016	Baghdad	MoP	4	
MAT3431	Oil Sector Team	Procurement	Meeting	Technical	6/6/2016	6/6/2016	Baghdad	MoO-OPC	4	
MAT3436	IDMS	IDMS	Meeting	Technical	6/6/2016	6/6/2016	Baghdad	MoP	1	
MAC0493	Oil Sector Team	Project Management	Meeting	Action Plan	6/7/2016	6/7/2016	Basrah	MoO	14	
MAR0637	Oil Sector Team	Technically Challenged Projects	Meeting	Regular Meeting	6/7/2016	6/7/2016	Basrah	MoO-SOC	1	
MAT3432	Oil Sector Team	Procurement	Meeting	Technical	6/7/2016	6/7/2016	Baghdad	MoO-MRC	1	
MAT3433	Oil Sector Team	Procurement	Meeting	Technical	6/7/2016	6/7/2016	Baghdad	MoO-OPC	4	
MAT3434	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	6/7/2016	6/7/2016	Basrah	MoT-GCPI	4	
MAT3437	Oil Sector Team	Procurement	Meeting	Technical	6/7/2016	6/7/2016	Basrah	MoO-SOC	4	
MAT3438	Oil Sector Team	Project Management	Meeting	Technical	6/7/2016	6/7/2016	Baghdad	MoO-MRC	3	
MAC0494	Oil Sector Team	Project Management	Meeting	Action Plan	6/8/2016	6/8/2016	Basrah	MoO	14	
MAT3440	Oil Sector Team	Procurement	Meeting	Technical	6/8/2016	6/8/2016	Basrah	MoO-SRC	2	
MAT3441	Oil Sector Team	Procurement	Meeting	Technical	6/8/2016	6/8/2016	Baghdad	MoO-OPC	1	
MAT3442	Oil Sector Team	Procurement	Meeting	Technical	6/8/2016	6/8/2016	Baghdad	MoO-MRC	1	
MAT3443	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	6/9/2016	6/9/2016	Basrah	MoO-SOC	8	
MAT3444	Oil Sector Team	Project Management	Meeting	Technical	6/9/2016	6/9/2016	Baghdad	MoO-SCOP	4	
MAT3445	Oil Sector	Project Management	Meeting	Technical	6/9/2016	6/9/2016	Baghdad	MoO-OPC	2	

	Team									
MAT3446	Oil Sector Team	Project Management	Meeting	Technical	6/9/2016	6/9/2016	Baghdad	MoO-MRC	2	
MAT3447	Procurement With MoP	Procurement	Meeting	Technical	6/9/2016	6/9/2016	Baghdad	MoP	5	
MAT3448	Procurement With MoP	Procurement	Meeting	Technical	6/9/2016	6/9/2016	Basrah	MoT-GCPI	1	
MAT3449	Oil Sector Team	Organaization development	Meeting	Technical	6/9/2016	6/9/2016	Baghdad	MoO-SCOP	2	
MAT3450	Oil Sector Team	Project Management	Meeting	Technical	6/9/2016	6/9/2016	Baghdad	MoO-SCOP	6	
MAC0491	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	6/12/2016	6/12/2016	Basrah	MoT-GCPI	2	
MAC0495	Oil Sector Team	Project Management	Meeting	Action Plan	6/12/2016	6/12/2016	Baghdad	MoO	12	
MAT3439	Oil Sector Team	Organaization development	Meeting	Technical	6/12/2016	6/12/2016	Baghdad	MoO-SCOP	1	
MAT3451	Oil Sector Team	Procurement	Meeting	Technical	6/12/2016	6/12/2016	Basrah	MoO-SRC	2	
MAT3452	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	6/12/2016	6/12/2016	Basrah	MoO-SRC	4	
MAT3453	Oil Sector Team	Organization development	Meeting	Technical	6/12/2016	6/12/2016	Baghdad	MoO-SCOP	2	
MAT3454	Oil Sector Team	Project Management	Meeting	Technical	6/12/2016	6/12/2016	Baghdad	MoO-SCOP	4	
MAT3455	Procurement With MoP	Procurement	Meeting	Technical	6/12/2016	6/12/2016	Baghdad	MoP	2	
MAT3456	Oil Sector Team	Procurement	Meeting	Technical	6/12/2016	6/12/2016	Baghdad	MoO-MRC	3	
MAT3457	Oil Sector Team	Project Management	Meeting	Technical	6/12/2016	6/12/2016	Baghdad	MoO-MRC	3	
MAC0492	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	6/13/2016	6/13/2016	Basrah	MoT-GCPI & MoO-SOC	5	
MAC0496	Oil Sector Team	Project Management	Meeting	Action Plan	6/13/2016	6/13/2016	Baghdad	MoO	12	
MAT3458	Oil Sector Team	Procurement	Meeting	Technical	6/13/2016	6/13/2016	Baghdad	MoO-OPC	1	

MAT3459	IDMS	IDMS	Meeting	Technical	6/13/2016	6/13/2016	Baghdad	MoP	1	
MAT3462	IDMS	IDMS	Meeting	Technical	6/13/2016	6/13/2016	Baghdad	MoP	13	
MAT3466	IDMS	IDMS	Meeting	Technical	6/13/2016	6/13/2016	Baghdad	MoP	8	
MAT3460	Oil Sector Team	Procurement	Meeting	Technical	6/14/2016	6/14/2016	Baghdad	MoO-MRC	1	
MAT3463	IDMS	IDMS	Meeting	Technical	6/14/2016	6/14/2016	Baghdad	MoP	13	
MAT3467	IDMS	IDMS	Meeting	Technical	6/14/2016	6/14/2016	Baghdad	MoP	8	
MAT3471	Oil Sector Team	Procurement	Meeting	Technical	6/14/2016	6/14/2016	Basrah	MoO-SOC	1	
MAT3472	Oil Sector Team	Project Management	Meeting	Technical	6/14/2016	6/14/2016	Baghdad	MoO-SCOP	4	
MAT3530	Oil Sector Team	Project Management	Meeting	Technical	6/14/2016	6/14/2016	Baghdad	MoO-MRC	5	
MAT3461.	IDMS	IDMS	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoP	3	
MAT3464	IDMS	IDMS	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoP	13	
MAT3468	IDMS	IDMS	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoP	8	
MAT3470	Oil Sector Team	Project Management	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoO-OPC	2	
MAT3473	Procurement With MoP	Procurement	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoP	2	
MAT3474	Oil Sector Team	Project Management	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoO-OPC	2	
MAT3475	Oil Sector Team	Procurement	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoO-OPC	2	
MAT3476	Oil Sector Team	Procurement	Meeting	Technical	6/15/2016	6/15/2016	Basrah	MoO-SRC	1	
MAT3477	Oil Sector Team	Organization development	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoO-SCOP	6	
MAT3531	Oil Sector Team	Project Management	Meeting	Technical	6/15/2016	6/15/2016	Baghdad	MoO-MRC	7	
MAC0497	Oil Sector Team	Project Management	Meeting	Action Plan	6/16/2016	6/16/2016	Baghdad	MoO-SCOP	5	
MAC0498	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	6/16/2016	6/16/2016	Basrah	MoT-GCPI & MoO-SOC	4	
MAC0501	Oil Sector	Project Management	Meeting	Action	6/16/2016	6/16/2016	Baghdad	MoO-SCOP	3	

	Team			Plan						
MAT3465	IDMS	IDMS	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoP	13	
MAT3469	IDMS	IDMS	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoP	8	
MAT3478	Oil Sector Team	Procurement	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoO-OPC	3	
MAT3479	Oil Sector Team	Procurement	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoO-SCOP	3	
MAT3480	Oil Sector Team	Project Management	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoO-SCOP	8	
MAT3481	Oil Sector Team	Regulatory Reform	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoO	6	
MAT3532	Oil Sector Team	Project Management	Meeting	Technical	6/16/2016	6/16/2016	Baghdad	MoO-MRC	2	
MAC0499	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	6/19/2016	6/19/2016	Basrah	MoO-SOC	6	
MAC0500	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	6/19/2016	6/19/2016	Basrah	MoT-GCPI	16	
MAT3482	Oil Sector Team	Procurement	Meeting	Technical	6/19/2016	6/19/2016	Basrah	MoO-SRC	1	
MAT3483	Oil Sector Team	Procurement	Meeting	Technical	6/19/2016	6/19/2016	Basrah	MoO-SOC	38	
MAT3484	Oil Sector Team	Organization development	Meeting	Technical	6/19/2016	6/19/2016	Baghdad	MoO-MRC	1	
MAT3485	Oil Sector Team	Regulatory Reform	Meeting	Technical	6/19/2016	6/19/2016	Basrah	MoO-SRC	2	
MAT3486	Oil Sector Team	Project Management	Meeting	Technical	6/19/2016	6/19/2016	Baghdad	MoO-SCOP	4	
MAT3487	Oil Sector Team	Procurement	Meeting	Technical	6/19/2016	6/19/2016	Baghdad	MoO-OPC	2	
MAT3488	Oil Sector Team	Project Management	Meeting	Technical	6/19/2016	6/19/2016	Basrah	MoO-SRC	4	
MAT3489	Oil Sector Team	Project Management	Meeting	Technical	6/20/2016	6/20/2016	Basrah	MoO-SOC	3	
MAT3490	Oil Sector Team	Procurement	Meeting	Technical	6/20/2016	6/20/2016	Basrah	MoO-SOC	38	
MAT3491	Oil Sector Team	Procurement	Meeting	Technical	6/20/2016	6/20/2016	Baghdad	MoO-SCOP	3	

MAT3492	Oil Sector Team	Procurement	Meeting	Technical	6/20/2016	6/20/2016	Baghdad	MoO-OPC	3	
MAT3493	Oil Sector Team	Project Management	Meeting	Technical	6/20/2016	6/20/2016	Baghdad	MoO-MRC	3	
MAT3494	Oil Sector Team	Organization development	Meeting	Technical	6/20/2016	6/20/2016	Baghdad	MoO-SCOP	1	
MAT3495	Oil Sector Team	Regulatory Reform	Meeting	Technical	6/20/2016	6/20/2016	Basrah	MoO-SOC	2	
MAT3498	IDMS	IDMS	Meeting	Technical	6/20/2016	6/20/2016	Baghdad	MoP	13	
MAT3533	Oil Sector Team	Project Management	Meeting	Technical	6/20/2016	6/20/2016	Baghdad	MoO-MRC	5	
MAT3496	Oil Sector Team	Procurement	Meeting	Technical	6/21/2016	6/21/2016	Baghdad	MoO-MRC	2	
MAT3497	Oil Sector Team	Procurement	Meeting	Technical	6/21/2016	6/21/2016	Baghdad	MoO-SCOP	3	
MAT3499	IDMS	IDMS	Meeting	Technical	6/21/2016	6/21/2016	Baghdad	MoP	13	
MAT3500	Oil Sector Team	Regulatory Reform	Meeting	Technical	6/21/2016	6/21/2016	Basrah	MoO-SRC	1	
MAT3501	IDMS	IDMS	Meeting	Technical	6/21/2016	6/21/2016	Baghdad	MoP	3	
MAT3510	Oil Sector Team	Procurement	Meeting	Technical	6/21/2016	6/21/2016	Basrah	MoO-SOC	38	
MAT3534	Oil Sector Team	Project Management	Meeting	Technical	6/21/2016	6/21/2016	Baghdad	MoO-MRC	6	
MAT3502	IDMS	IDMS	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoP	13	
MAT3503	Oil Sector Team	Project Management	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoO-SCOP	5	
MAT3511	Oil Sector Team	Procurement	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoO-OPC	1	
MAT3512	Oil Sector Team	Procurement	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoO-MRC	2	
MAT3513	Oil Sector Team	Project Management	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoO-SCOP	4	
MAT3514	Oil Sector Team	Procurement	Meeting	Technical	6/22/2016	6/22/2016	Basrah	MoO-SOC	2	
MAT3515	Oil Sector Team	Procurement	Meeting	Technical	6/22/2016	6/22/2016	Basrah	MoO-SOC	1	

MAT3535	Oil Sector Team	Project Management	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoO-MRC	6	
MAT3536	Oil Sector Team	Project Management	Meeting	Technical	6/22/2016	6/22/2016	Baghdad	MoO-OPC	1	
MAT3504	IDMS	IDMS	Meeting	Technical	6/23/2016	6/23/2016	Baghdad	MoP	13	
MAT3505	IDMS	IDMS	Meeting	Technical	6/23/2016	6/23/2016	Baghdad	MoP	2	
MAT3506	Oil Sector Team	Project Management	Meeting	Technical	6/23/2016	6/23/2016	Baghdad	MoO-OPC	3	
MAT3507	Oil Sector Team	Regulatory Reform	Meeting	Technical	6/23/2016	6/23/2016	Baghdad	MoO	6	
MAT3516	Oil Sector Team	Project Management	Meeting	Technical	6/23/2016	6/23/2016	Baghdad	MoO-OPC	3	
MAT3517	Oil Sector Team	Procurement	Meeting	Technical	6/23/2016	6/23/2016	Basrah	MoO-SOC	2	
MAT3518	Oil Sector Team	Procurement	Meeting	Technical	6/23/2016	6/23/2016	Baghdad	MoO-SCOP	3	
MAT3508	Oil Sector Team	Project Management	Meeting	Technical	6/26/2016	6/26/2016	Baghdad	MoO-SCOP	3	
MAT3509	Oil Sector Team	Project Management	Meeting	Technical	6/26/2016	6/26/2016	Baghdad	MoO-SCOP	3	
MAT3519	Oil Sector Team	Procurement	Meeting	Technical	6/26/2016	6/26/2016	Baghdad	MoO-MRC	2	
MAT3520	Oil Sector Team	Procurement	Meeting	Technical	6/26/2016	6/26/2016	Baghdad	MoO-OPC	2	
MAT3521	Oil Sector Team	Project Management	Meeting	Technical	6/26/2016	6/26/2016	Baghdad	MoO-SCOP	3	
MAT3522	Oil Sector Team	Project Management	Meeting	Technical	6/26/2016	6/26/2016	Baghdad	MoO-SCOP	3	
MAT3523	Oil Sector Team	Procurement	Meeting	Technical	6/26/2016	6/26/2016	Basrah	MoO-SOC	1	
MAT3524	Oil Sector Team	Procurement	Meeting	Technical	6/27/2016	6/27/2016	Baghdad	MoO-OPC	3	
MAT3537	Oil Sector Team	Project Management	Meeting	Technical	6/27/2016	6/27/2016	Baghdad	MoO-MRC	3	
MAT3544	IDMS	IDMS	Meeting	Technical	6/27/2016	6/27/2016	Baghdad	MoP	13	
MAT3525	Oil Sector Team	Procurement	Meeting	Technical	6/28/2016	6/28/2016	Basrah	MoO-SOC	1	

MAT3526	Oil Sector Team	Procurement	Meeting	Technical	6/28/2016	6/28/2016	Baghdad	MoO-MRC	2	
MAT3527	Oil Sector Team	Procurement	Meeting	Technical	6/28/2016	6/28/2016	Baghdad	MoO-SCOP	3	
MAT3538	Oil Sector Team	Project Management	Meeting	Technical	6/28/2016	6/28/2016	Baghdad	MoO-MRC	3	
MAT3545	IDMS	IDMS	Meeting	Technical	6/28/2016	6/28/2016	Baghdad	MoP	13	
MAT3528	Oil Sector Team	Procurement	Meeting	Technical	6/29/2016	6/29/2016	Baghdad	MoO-SCOP	3	
MAT3539	Oil Sector Team	Procurement	Meeting	Technical	6/29/2016	6/29/2016	Baghdad	MoO-OPC	2	
MAT3541	Oil Sector Team	Procurement	Meeting	Technical	6/29/2016	6/29/2016	Basrah	MoO-SRC	2	
MAT3543	Oil Sector Team	Project Management	Meeting	Technical	6/29/2016	6/29/2016	Baghdad	MoO-MRC	2	
MAT3546	IDMS	IDMS	Meeting	Technical	6/29/2016	6/29/2016	Baghdad	MoP	13	
MAT3529	Oil Sector Team	Procurement	Meeting	Technical	6/30/2016	6/30/2016	Baghdad	MoO-SCOP	3	
MAT3540	Oil Sector Team	Procurement	Meeting	Technical	6/30/2016	6/30/2016	Baghdad	MoO-MRC	2	
MAT3542	Oil Sector Team	Procurement	Meeting	Technical	6/30/2016	6/30/2016	Basrah	MoO-SOC	1	
MAT3547	IDMS	IDMS	Meeting	Technical	6/30/2016	6/30/2016	Baghdad	MoP	13	
MAT3548	Oil Sector Team	Project Management	Meeting	Technical	6/30/2016	6/30/2016	Baghdad	SCOP	1	